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## Public relations as a marketing strategy in the United Arab Emirates

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PUBLIC RELATIONS AS A MARKETING STRATEGY IN  
THE UNITED ARAB EMIRATES

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A Thesis  
Presented to the  
Faculty of  
California State University,  
San Bernardino

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In Partial Fulfillment  
of the Requirements for the Degree  
Master of Arts  
in  
Interdisciplinary Studies

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by  
Abdulla Butti AlQubaisi

June 2001

PUBLIC RELATIONS AS A MARKETING STRATEGY IN  
THE UNITED ARAB EMIRATES

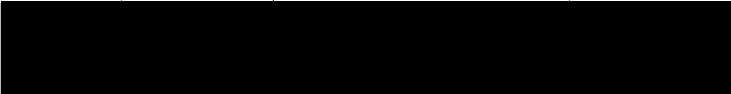
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June 2001

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## ABSTRACT

The United Arab Emirates (UAE) became known to the world when oil was discovered. Since that time, the country has modernized and developed into one of the largest trading centers in the world. The purpose of this research is to identify companies in the UAE who are currently using public relations, and those that would benefit from its use. The objective is to provide marketing managers with the knowledge of the benefits of public relations and how it could be used to advantage in their marketing plans.

Primary and secondary data was selected for the study. Primary data consisted of a survey undertaken by a questionnaire with forty managers of various organizations in the private and public sectors of the UAE to learn how public relations was being used in their marketing strategies, and how much they knew about public relations. The results of the survey indicated that most marketing managers were knowledgeable about public relations, but would benefit from learning about how it could be used to greater advantage. It was proposed that seminars be conducted for marketing managers focused on how public relations could be used and the benefits to be derived from its use.

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## CHAPTER ONE

### INTRODUCTION

The UAE is a relatively new country, the country got United in 1971. Since the discovery of oil, the country has experienced significant development and modernization. To lessen dependence on oil for revenues, and because of its geographic location on the Gulf, significant effort has been made to fully develop its potential as a Middle Eastern Trade Center. In addition, progress has been made to industrialize and diversify the economy. As a result, the UAE is very active in the global marketplace, importing, exporting, and re-exporting products to and from all over the world. It is also becoming the major financial center in the Middle East.

#### Importance of the Study

Managers of companies in the private sector are familiar with marketing, domestically and internationally. There is, however, little understanding and use of Public Relations as a marketing tool. Public Relations is a broad set of communication efforts used to create and maintain favorable relationships between an organization and its customers, and potential customers. The private sector would greatly benefit using Public Relations in their



marketing strategies, and in some cases, it may be vital to continued growth and profitability.

This study is important as competition continues to increase not only in the Middle East but in the global market as well. This necessitates companies to use the most effective marketing tools and to develop strategies that will give them a competitive edge in the marketplace. For the companies in the UAE, marketing is the key to growth and profitability. Public Relations can play a major role in achieving company as well as the federation's goal of economic growth.

#### Purpose of the Study

The purpose of this research is to identify companies in the UAE who are currently using Public Relations, and those that would benefit from its use. The objective is to provide marketing managers with the knowledge of the benefits of Public Relations and how it could be used to advantage in their marketing plans.

#### Public Relations

Public Relations, as a discipline, became popular in the 20<sup>th</sup> century. It is distinct from marketing in several ways, although boundaries often overlap. Functions overlap because both deal with an organization's relationships and

employ similar communication tools to reach the public. Both have the ultimate purpose of assuring an organization's success and economic survival. However, they approach these tasks from different perspectives or worldviews (Wilcox, Ault, Agee, & Cameron).

Public Relations is the management process whose goal is to attain and maintain accord and positive behaviors among social groupings on which an organization depends to achieve its mission. Its fundamental responsibility is to build and maintain a hospitable environment for an organization. It concerns building relationships and generating goodwill for the organization while marketing is concerned with customers and selling products and services (Wilcox et al., 2000).

This does not mean that Public Relations is not involved with selling for it is by creating a hospitable environment for an organization so that the potential customer will be impressed with the company viewing it as one of high integrity and quality products.

Public Relations has proven its value as a marketing strategy and is being used in most industrialized countries.

## Methodology

The method selected for this study is to conduct primary and secondary research. Primary research has been conducted for the purpose of identifying the use of Public Relations, and those companies that would benefit from its use. A questionnaire was prepared and distributed to CEOs of major companies in the UAE for the purpose of collecting data regarding their current marketing strategies, and use of Public Relations.

Secondary research consists of a variety of data collected from texts, published articles and other data relating to the UAE and the field of public administration. The objective is to identify the way in which Public Relations is used in various countries, and strategies that can be used to the greatest advantage.

## Definitions

**Marketing:** A communication process designed to inform a customer and potential customers of those products and services available in the marketplace.

**Public Relations:** A distinctive management function which helps establish and maintain mutual lines of communication, understanding, acceptance, and cooperation

between an organization and its publics (Wilson et al., 2000).

### Limitations

This study is limited to the use of Public Relations in the private sector in the UAE for the purpose of enhancing marketing strategies in businesses and industries to promote growth and profitability.

It is further limited by time, number of respondents to the questionnaire, and published material on the use of Public Relations as a marketing tool.

### Organization of the Study

The organization of the study is as follows:

Chapter one: Introduction to the study, importance, methodology, definitions and limitations.

Chapter two: History of Public Relations prior to World War II, following World War II, and its current position in the field of marketing. This chapter provides information about Public Relations, how it is used, and how it benefits producers of products and/or services. Limitations of culture and religion are also reviewed because of their impact on Public Relations.

Chapter three: A brief review of the private sector in the UAE, major companies - those currently using

publications and those who could benefit from its use.

This chapter takes into consideration the geographics of the UAE, main industries, trade centers, free trade ports, conventions, the tourist industry, to name a few.

Chapter four: This chapter reviews the survey taken in the UAE, its objectives, and results. An analysis is made of the questionnaire in relation to the use of Public Relations in the UAE.

Chapter five: A review of primary and secondary data for the purpose of identifying how Public Relations would be most effectively used in the UAE and the potential benefits to be derived from its use. The recommendations include strategies designed for the purpose of enhancing current marketing strategies with the goal of increasing the company's name and product line to the domestic and international markets.

Chapter six: A brief summary of the study and the strengths and weaknesses of the research and what may be proposed for future studies in this field.

#### Summary

This chapter identifies the purpose of the study, statement of the problem, methodology, definitions, limitations, and organization of the study.

Chapter two provides a brief background of Public Relations and how it is used, and Public Relations can be used as a tool according to Islamic principles.

## CHAPTER TWO

### PUBLIC RELATIONS

Public Relations is not a new marketing tool but rather one that has existed for centuries. From ancient times men have used Public Relations to promote various events, spread propaganda, and influence the public. Speech writing in Plato's time meant the same thing as it does today - to provide information, to influence people, and promote various activities and causes. It is a form of communication that has been used and misused by those that have something to gain from public support. Public Relations has been used in this country since its founding for the purpose of influencing people from Europe to venture into the new world. It was used to influence the colonists to oppose British rule and become an independent state. During the 19<sup>th</sup> century it was used widely in the opposition of slavery, to promote the idea that the Civil War was justified, and that all men should fight to keep the union together and bring an end to slavery (Wilcox, et al., 2000).

Following the end of the war propaganda exploded encouraging settlers to move west as the nation was developing, creating new states and cities. At the same

time, industry was increasing and billboards, speeches, newspapers, signs, etc., were used to inform the public about the opportunities that existed, and jobs that needed to be filled, and most important, selling of products. During this time extensive use was made of Public Relations for the purpose of bringing about social reform, unionization of industry, and better living conditions for those living in the cities. The Santa Fe Railway at the beginning of the twentieth century, commissioned dozens of painters and photographers to depict scenes in the then little known Southwest. The Chicago Edison Company broke new ground in Public Relations technique when they created a variety of techniques to maintain a sound relationship with customers. Press releases were used extensively; films, etc., were used for Public Relations purposes. Henry Ford was probably the first major industrialist to use two basic Public Relations concepts. The first was the notion of positioning, the idea that credit and publicity always got to those who do something first. The second idea was ready accessibility to the press. He obtained coverage of the prototypes Model T by demonstrating it to the reporter from the Detroit tribune. By 1903 Ford achieved widespread publicity by racing his cars, a practice that it is still carried out today by automakers.



Ford positioned himself as the champion of the common people and was the first automaker to envision that a car should be affordable to everyone. Soon the name Ford became a household word, and people began buying automobiles that changed the character of transportation (Wilcox, et al., 2000).

One of the most important examples of the use of Public Relations by the government in the U.S. was during World War I and World War II. Americans, generally opposed to war, and opposing more the sending of men to fight wars in other countries, the government used Public Relations effectively to change public opinion so that they would support the war. This was followed by the need for Americans to use less food, gasoline, and to buy bonds to support the war. Most of the propaganda centered around the importance of protecting democracy and bringing peace to the world, which no war has ever done (Wilcox, et al., 2000).

As business and industry expanded, the use of Public Relations also expanded. One reason, it was usually cheaper to implement compared to high advertising rates; and second, it was designed to always put companies, their leaders and their products in a good light. By 1950 an estimated 17,000 men and 2,000 women were employed as

practitioners in Public Relations and publicity. Typical of the Public Relations programs of large corporations at mid-century was that of the Aluminum Company of America. Heading the operation was a vice president for Public Relations -- advertising, aided by an assistant Public Relations director and an advertising manager. Departments included community relations, product publicity, motion pictures and exhibits, employee publications, news bureau, and industrial economists [speech writing and educational relations] (Wilcox, et al., 2000).

During the second half of the twentieth century, Public Relations became firmly established as indispensable to America's economic, political, and social development. By the turn of the century it was well integrated into the total communication programs of companies and institutions both nationally and globally (Wilcox, et al., 2000).

Public Relations has become essential in modern life as the population continues to grow, people have come to depend on what they see, hear, and reads to keep them informed about that which is going on in the country. The government, business, industry, and nonprofit institutions today make extensive use of Public Relations to reach the public, to advance their cause, whether for social reasons

or for making profits. More use of the tool has been primarily due to the fact that it is cost efficient. An annual relations campaign cost less than the production of most television commercials. Public Relations is becoming more specialized as some marketing managers concentrate their efforts solely in one specific area such as finance, consumer marketing, crisis communications employee communications, or politics. At the same time Public Relations tools are becoming more complex mainly due to technology being introduced - e.g., videos, faxes, the Internet, etc. It is also expanding worldwide as the global marketplace continues to increase in activity 9 Wilcox, et al., 2000).

Public Relations is increasing in use in many countries, and others use it with limitations mainly due to cultural or governmental limitations.

### Islam

Islam is a binding force, not just throughout the region, but beyond. Islam is more than a religion. It is a code of behavior and a way of life as well. It pervades community life, business and industry operations, and the relationships between people. Islam is concerned with behavior and conduct being of the highest standards, the

relationship of brotherhood between all men, and the rights of all are protected. For this reason, marketing must function within the parameters of decency, respect for all mankind, and anything viewed as being invasive and that which conflicts with the teachings and principles of the religion. Although business and industry are free to promote their products and advertise their wares, it must be done in good taste, not offensive to anyone. Obscenity, pornography, presented in any form is not acceptable. In some Gulf countries, women are not used for advertising or promotional objectives. However, marketing itself is viewed as being an effective way to inform consumers about products, but they must be promoted in a professional, honest and truthful way. Literacy is not a problem in the UAE, therefore the correct usage of words as well as symbols and pictures must be carefully screened so that they will not insult the religion, or the Arab culture.

#### Summary

Public Relations is not a new marketing tool. It has a long history dating back to ancient times. Over the centuries it has been used and misused to gain public attention to various causes such as social reform, propaganda, and for political purposes. As business and

industry expanded, companies found ways to use Public Relations to inform the potential consumer about the products and services offered. Today, Public Relations is essential. It is used by the government, business, industry, and nonprofit organizations. It is being used in many countries limited only by tradition and culture. In Islamic countries it can be used as long as it does not offend or violate any of the traditions and principles of Islam.

The next chapter is a brief review of the economic development and industrial growth of the UAE.

## CHAPTER THREE

### THE UNITED ARAB EMIRATES

Established on 2 December 1971, the United Arab Emirates UAE is a federation of seven emirates, Abu Dhabi, Dubai, Sharjah, Ajman, Umm al-Qaiwain, Ras al-Khaimah and Furairah. Comprising an area of 83,600 kilometers including an archipelago which extends over approximately 5,900 square kilometer, the country is bordered to the north by the Arabian Gulf, to the east and south by Oman and Saudi Arabia, and to the west by Qatar and Saudi Arabia. The territory consists mainly of desert with interspersed oases. Abu Dhabi is the largest of the seven emirates and the longest coastline. It also has the largest oil reserves. Abu Dhabi is the federal capital (United Arab Emirates; Yearbook 1999 [UAE Yearbook 1999], 2000).

The UAE government policy recognizes that the private sector is of major importance in the drive for diversified economic growth and full employment of nationals. The creation of a facilitative business environment, which encourages local investors to put their wealth to productive use, as well as attracting foreign investment, has been an important aspect of this policy. Key elements

in the UAE's incentive strategy have been the provision of first class industrial facilities and business support services, the reduction offered tape and streamlining of administrative procedures, as well as the updating of commercial laws and regulations to meet international obligations, increase transparency and ensure effective protection for investors. Favorable tax laws and political stability also assist in making the UAE a prime business location (UAE Yearbook 1999, 2000).

The UAE joined the World Trade Organization (WTO) in 1995 in the knowledge that developing countries, including Arab states, cannot ignore WTO sponsored agreements and their impact on the global economy. At the time, the Ministry of Economy and Commerce argued that joining WTO would provide an opportunity for the country to contribute to future commercial decisions and policies and that, as a country aspiring to become a regional trade hub, adherence to the WTO would help boost the UAE's industries and exports (UAE Yearbook 1999, 2000).

A bridge between the private sector and government has been provided by the Abu Dhabi Chamber of Commerce and Industry (ADCCI) for over thirty years. Since its inception, April 1969, operating from a two room apartment in the capital, it has grown in stature to become the

largest chamber of commerce in the UAE, with a membership of 51,399 at the end of 199, increased from 27 in 1969. It is now housed in an imposing building on the Cronich (UAE Yearbook 1999, 2000).

Policies pursued by the ADCCI have enhanced the private sector's partnership in local enterprise. In addition to developing economic regulations and offering advice to the government in this field, ADCCI provides a wide range of services. Its primary objective is to promote Abu Dhabi as a commercial center. In 1998, the chamber opened a new hall for membership registration and the processing of official documents. It also established a new center for businessmen and another for businesswomen, issued 6,189 certificates of origin and organized 37 trade fairs. It participated in the Cairo International Fair, the Lisbon International Expo fair, the Second UAE Exhibition in Beirut, and the Baghdad International Exhibition. During 1998, the chamber received 39 international trade delegations and official delegations from the ADCCI visited Oman, India, Taiwan, Britain, Thailand, Malaysia, Singapore, Australia, Finland, Sweden, Norway and Denmark to promote Abu Dhabi as an investment opportunity (UAE Yearbook 1999, 2000).



The increased number of free zones operating in the country is serving to offer a wider range of options to potential investors, including 100 percent ownership of investments. The massive Jebel Ali Free Zone has become one of the world's largest manmade harbors, and continues to attract investors. The Fujairah Free Trade Zone was awarded an ISO 9002 certificate in 1999, offers businessmen the location advantage of an east coast port as well as the benefits of partnership with the Fujairah Government. Continual expansion is taking place for additional free zones and new port facilities to accommodate all size ships.

#### E-Commerce

In order to keep abreast of commercial trends worldwide, the UAE is setting up an Internet based central financial forwarding and clearance facility known as the Payment Gateway Server. Several top companies are working with government departments to establish the facility, which is expected to be the first of its kind in the AGCC area. This is a major step in the introduction of e-commerce, the equivalent of central clearing and forwarding of financial transactions carried out on the Internet. The server, which will permit secure electronic

transactions, is an intermediary between Web-based merchants, financial institution and consumers (UAE Yearbook 1999, 2000).

### Industries

The discovery of oil ushered the UAE into the industrial age. This process of industrialization gathered momentum following the formation of the Federation. During the last two decades, with the Government's increasing emphasis on diversification and basic components such as capital and energy readily available, the manufacturing sector has made significant progress in the UAE. Free zones have played an instrumental role in attracting manufacturing industries.

In 1999, 1,695 factories employed more than 145,000 people and with investments estimated at more than Dh 14 billion were operating in the UAE. Sharjah has the large number of firms followed by Dubai,

Abu Dhabi, and Ras alKhaimah. Nearly 140 units were established in 1998. The major industries include:

Cement, Chemical Fertilizers, Pharmaceutical, Aluminum, Food, glass, cable, flour and fodder, steel, and paper mill (UAE Yearbook 1999, 2000).

## Trade

Trade is the lifeline of the UAE. In 1998, the trade balance surplus reached Dh 11.6 billion. This was lower than in 1997 at Dh 272 billion mainly due to a decline in the value of oil exports and liquefied gas exports. Despite the increase in values of commodity exports and re-exports by 3.8 percent and 2.4 percent respectively in 1998, compared with 1997 levels of total value of exports. The value of exports from the Free Zones maintained its upward trend to reach Dh 16.5 billion in 1998, and increase of 12.9 percent over 1997 levels, while the value of commodity exports dropped by 5.6 percent as a result of the drop in the value of petroleum product export whose prices are closely linked with oil prices (UAE Yearbook 1999, 2000).

A report by Emirates Industrial Bank issued in May 1999 ranks the UAE as the third most important re-export center in the world, after Hong Kong and Singapore respectively. Re-export trade forms a substantial one-third of the entire trading sector in the UAE. In Dubai, a large part of the re-export trade is concentrated, forms an even greater proportion of that emirate's total income. The re-export strength of the UAE lies in bulk purchases, low taxes, good infrastructure and an historical

concentration of traders. Reduced delivery lead time are also a major reason for the success of trade. Although Iran (machinery, textiles, vehicles) and India (silver, silver jewelry) feature predominately as destination countries there is a fairly even spread of re-exports across at least 35 countries (UAE Yearbook 1999, 2000).

After expanding very rapidly in the mid-1990s, there has been a slowdown in growth of re-export trade in recent years due to an economic decline in key destination countries. Overall re-exports have grown at a faster rate than imports. Currently more than 25 percent of imports are for re-export, compared with less than 17 percent in 1994 (UAE Yearbook 1999, 2000).

#### Tourism

Due to its location, the UAE has been able to act as a connecting link between Europe and the Indian subcontinent, the Far East and Africa since time immemorial. It is still playing the role of the intermediary between these vastly different cultures, the only difference being air travel has significantly increased the number of visitors who come to the UAE. Traditional Arab hospitality and a delightful winter climate complemented by a highly sophisticated

infrastructure and crime free environment, have also contributed in recent years of creating an ideal atmosphere for the development of tourism (UAE Yearbook 1999, 2000).

The UAE is also endowed with an extensive coastline, sandy beaches and varied landscape, where a wide variety of activities can be indulged in, ranging from powerboat races to sand skiing. Manicured golf courses provide ready enjoyment and for the less active shopping opportunities abound. In addition, the country's deep-rooted cultural camel racing and horse racing has been a powerful attraction for tourists. The UAE has also become a much sought after venue for conferences, regional and international exhibitions and major sport events such as the Dubai World Cup, the Dubai Desert Classic Golf Tournament, polo, and cricket competitions (UAE Yearbook 1999, 2000).

Worldwide acknowledgement of the great strides made in the tourism industry in the UAE was underlined when the UAE was awarded several international travel industry awards in March 1999, the most significant of which was the world's safest holiday country. The UAE was also voted the best overall destination and best shopping venue, as well as runner up in the dining out category, scoring just

one point less than Italy. Emirates airline was voted the best international airline. The Travel Oscar awards were organized by Germany's travel magazine, GLOBO which surveyed 13,000 readers. The UAE had received the safest destination award for 1996 (UAE Yearbook 1999, 2000).

### Summary

The UAE became a federation on 2 December 1971. The federation consists of seven emirates. The capital is Abu Dhabi. Oil revenues have enabled the government to modernize the UAE and assist in its economic development. Today, the focus is on the private sector to continue economic development and diversification of the economy. The Chamber of Commerce plays a major role in the expansion of business and industry. Free zones have also contributed significantly to the expansion of trade as well as new industry. E-Commerce is encouraged. Industries are diversified. Re-export trade is a major industry in the Free Zones. Tourism has also made significant inroads in attracting thousands of visitors each year, along with exhibitions, sporting events, and being recognized as a major shopping area of the Middle East.

The following chapter is a review of the survey conducted for this study.

## CHAPTER FOUR

### SURVEY

The purpose of this research is to identify companies in the UAE who are currently using Public Relations, and those that would benefit from its use. The objective is to provide marketing managers with the knowledge of the benefits of Public Relations and how it could be used to advantage in their marketing plans.

A questionnaire was designed for the purpose of obtaining primary data from management of a diversified group of organizations, those in the private and public sector regarding the use of Public Relations as a marketing tool. (See Appendix I.) The questionnaire was presented to 40 managers selected at random.

The majority of respondents were affiliated with the private sector in manufacturing, retailing, and services. Eight government agencies and four government owned companies responded for the public sector.

The respondents included:

Administrators	14
Public Relations Manager	8
Marketing Manager	6
Supervisors	3

The majority were citizens of the UAE.

The details of the study are shown in Appendix B.

### Marketing Organization

Although marketing can be viewed as a functional department, the way it is organized varies within organizations. Respondents were asked to describe their marketing organization. Table 1 represents the responses of 39 respondents

Table 1.

#### Marketing Organization

<i>Organization</i>	<i>Total</i>	<i>Percentage</i>
Separate Department	14	35.0
Use commercial agency	5	12.5
No Marketing function	6	15.0
Integrated throughout organization	14	35.0
Other	0	
Total	39	97.5

The responses would have been more meaningful if the size of the organization had been identified. It can be assumed that it is the larger companies that have separate marketing departments while smaller ones may not have a specific department.



## Marketing Communication

Marketing communication activities are preformed in a variety of ways. Respondents were asked to indicate the way in which marketing communication activities are conducted in their organization. Table 2 sets forth the responses.

Table 2.

### Marketing Communications

<i>MARKETING COMMUNICATION</i>	<i>TOTAL</i>	<i>PERCENTAGE</i>
Public Relations	27	67.5
Sales Representatives	21	52.5
Advertising	25	62.5
Planning events	20	50.0
Market Research	20	50.0
Sales Promotion	20	50.0
Other	5	12.6

The majority of respondents indicated more than one marketing communication activity that applied to their organizations.

A total of 33 respondents stated that their organization had a separate Public Relations Department. However, this number was in excess of the previous responses, which indicates there may have been a lack of understanding of the question relative to organization.

## Traditional Public Relations Tools

Public Relations uses a variety of methods for communicating with the public. Table 3 indicates the traditional tools. Respondents were asked to indicate whether they were used very frequently, somewhat frequently, occasionally, or never.

Table 3.

Traditional Tools of Public Relations

TOOLS	VERY FREQUENTLY		SOMEWHAT FREQUENTLY		OCCASION- ALLY		NEVER	
	N	%	N	%	N	%	N	%
Press	(9)	22.5	(8)	20.0	(17)	42.5	(6)	15.0
Conferences	(8)	20.0	(17)	42.5	(13)	32.5	(1)	2.5
Conventions	(15)	37.5	(16)	40.0	(8)	20.0	(1)	2.5
Annual Reports	(5)	12.5	(12)	30.0	(20)	50.0	(3)	7.5
Special Events	(4)	10.0	(8)	20.0	(16)	40.0	(12)	30.0
Open House	(7)	17.5	(8)	20.0	(11)	27.5	(14)	35.0
Trade Shows	(12)	30.0	(15)	37.5	(13)	32.5	(0)	0
Articles	(7)	17.5	(17)	42.5	(12)	30.0	(4)	10.0
Gifts to Charity	(9)	22.5	(23)	57.5	(6)	15.0	(2)	5.0
Employee relations								

Annual reports and articles in newspapers and magazines were the most frequently used tools. However, indications are that all of these tools are used at some time, but perhaps not on a consistent basis.

## Questionnaire

The questionnaire consisted of thirteen questions to which the respondents were requested to indicate their opinion based on the Likert scale indicating strongly agree (SA), agree (a), no opinion (N), disagree (D), and strongly disagree (SD).

### Questions 1 - 4

It is the view of most managers today that to be successful companies must be market oriented. Marketing strategies includes advertising in various media, Public Relations differing from other marketing strategies, and consumers favoring Public Relations over commercial advertising. Table 4 reflects the opinions of the respondents regarding these issues.

Table 4.

## Marketing

QUESTION	SA	A	N	D	SD	MEAN
1. Companies need to be market oriented	31	5	1	1	2	1.450
2. Effective marketing strategy includes PR	28	11	0	1	0	1.350
3. PR differs from other strategies	10	22	2	3	3	2.175
4. PR favored over advertising	10	16	4	8	3	2.425

The majority of respondents strongly agree that companies today need to be market oriented. They also strongly supported the statement that an effective marketing strategy includes advertising in various media and Public Relations. However, relative to Public Relations differing from other marketing strategies such as advertisements, and the favoring of Public Relations over advertising, the majority just agreed.

Questions 5 - 8

These questions concern the religion. Because the UAE is principally an Islamic country, the questions raised important issues as to whether there would be a conflict between the principles of Public Relations and Islam. These questions are asked to determine the views of the respondents relative to possible conflicts between the

tools of Public Relations and the principles of Islam.

Table 5 reflects the responses for these questions.

Table 5.

Relationship of Public Relations and Islam

QUESTIONS	SA	A	N	D	SD	MEAN
5. PR is inconsistent with Islamic principles.	6	4	5	13	0	3.525
6. Islam views PR as acceptable marketing tool	15	20	4	1	0	1.775
7. Islam supports business and industry	35	3	2	0	0	1.175
8. PR activities should conform to principles of Islam	26	11	2	1	0	1.450

Respondents indicated that Public Relations were not inconsistent with the principles of Islam and Arab culture. Instead, Public Relations was viewed as an acceptable marketing too as long as it was ethical. Islam by tradition has always supported business and industry, as long as products are not exaggerated, or promoted as something they are not. This indicates that there has not been a problem using Public Relation in an Islamic country as long as the information does not conflict with the principles of the religion which primarily include honesty, credibility, and does not include objectionable material, e.g., pornography, obscenity, etc.

#### Questions 9 - 13

Questions nine through 13 pertain to the attitude of marketers toward the use of Public Relations and the benefits that could be derived by the organization in its use. The objective of these questions was to determine the knowledge of the respondents relative to the use of and his understanding of Public Relations. Table 6 reflects the respondent's opinions regarding the issues.

The respondents indicated that they were familiar with Public Relations as a marketing tool. The majority favored the use of it and also indicated that they were familiar with the way in which Public Relations benefited the organization.

Table 6.

## Opinions Regarding Public Relations

QUESTIONS	SA	A	N	A	SA	MEAN
9. PR assists organizations to develop closer relationships with customers.	24	15	1	0	0	1.425
10. PR provides organizations opportunity to present favorable image.	13	17	5	4	1	2.075
11. Marketing managers would benefit from periodic seminars on PR.	21	16	2	1	0	1.921
12. PR can benefit organizations in the domestic and global markets.	20	15	1	4	0	1.960
13. PR strategies are less costly compared to commercial advertising & promotion programs.	11	24	3	2	0	2.196

The last question (14) asked the respondents would be using more or less of Public Relations in the future. He overwhelming majority, 28 (Mean 1.5686), responded they would be using it more often. Twelve respondents indicated they would continue using it as they have in the past.

## Summary

The majority of respondents were familiar with Public Relations as a marketing tool. However, from the responses it was believed that a significant number did not have the knowledge or an understanding of the full benefits that Public Relations could contribute to the organization, or the responses would have weighed more heavily in the "strongly agree" category. With a high percentage indicating they would be using Public Relations more, perhaps they have a better picture of the benefits it can provide resulting from this questionnaire.

The following chapter is a further analysis of the responses to the questionnaire and the review of literature. Following the analysis, recommendations are proposed for consideration.



## CHAPTER FIVE

### ANALYSIS

Managers of business and industry in the UAE today are market oriented. This is because of the competitive environment that exists in the country, and the many different companies that are always striving to increase their market share. Competition in the UAE comes not only from domestic sources, but also international sources as well. The domestic market itself is relatively small as the UAE has only approximately two million people. However, with the massive increase of foreign direct investments, companies with American, European, and Asian names, and logos can be seen everywhere - even from the ports. The most competitive products include computers, automobiles, and various electronic products - telephones, faxes, etc.

Marketing managers are aware of Public Relations, and in some instances the things that they do may be viewed as Public Relations. However, there is no planning, no consistency, and no real goals set for the purpose of reaching customers and potential customers through this media.

The UAE is a small country. Its greatest resource today is oil, but no one knows how many more years it will flow so abundantly. Over time, revenues are expected to decline, but for today because of the volatility of prices in the marketplace, the UAE needs to expand its private sector. The opportunities exist, but many of the "old style" marketing strategies are not appropriate for today. Marketers need to take a new look at the potential Public Relations has and how it could contribute to increase business and expand into new markets.

There are many opportunities for Public Relations to be used in business and industry in the UAE. Many businesses could benefit directly from making extended use of Public Relations because of the number of Free Ports, exhibitions, conferences and trade shows being held on a continuing basis. Public Relations could also play a major role in tourism to inform people from all over the world about a place that differs from any other.

The following are recommendations for marketing managers to consider when they are planning their strategies for the future (depending on their financial ability).

1. Establish a separate Public Relations department within the organization as part of the marketing department if one exists.
2. If no marketing department exists, it is proposed that a Public Relations individual be hired that can spend full time working with whoever is in charge of marketing in the design and implementation of marketing strategies.
3. Owners and managers should attend seminars that are designed especially to inform about Public Relations and how it is being used today and how it would benefit their organization. Well planned and organized seminars should be offered at least twice a year as the marketing environment functions in a continual state of change.
4. Public Relation managers of companies should schedule time and effort and become involved in every trade show, conference, sports events, etc., planned to be conducted in the UAE. His task is to make certain that the company has an enviable presence at and during every event.

5. Public Relations managers should always make themselves available to meet dignitaries that visit the UAE.
6. Consider having small gifts made such as pens and pencils with the company name that can be given away. Key chains are also an excellent, yet inexpensive, gift.
7. Arrange with hotels to include business cards from the company on their billboards, in their guest rooms, wherever such information is provided to those arriving in the country.
8. Always look for ways to promote the UAE that are unique, different, in good taste, and memorable.

Looking at business and industry in the UAE today, and visualizing what it could be in the future if more marketing managers effectively used Public Relations, it could overtake Hong Kong and Singapore as the number one trade center in the world. Although it may not be fair to say that without Public Relations growth could not be achieved, but it is fair to say that growth can be assured with Public Relations.

## Summary

Managers of business and industry in the UAE today are market oriented because they are faced with competition from companies within the country, as well as neighboring countries. To expand and promote business and industry, more marketing will have to be done in the global marketplace because the population of the UAE is relatively small. In other words, the domestic market has limitations for growth, but the global market offers many opportunities.

Marketing managers, in general, use Public Relations, but from this survey, not on a consistent basis or used with well-planned strategies.

Marketing managers are aware of Public Relations. No real goals are set for the purpose of reaching customers and potential customers through this media. Opportunities do exist in many areas of business and industry. It is therefore proposed that if UAE marketing managers were better informed as to how it could be used and the benefits that it would bring to the organization.

The following chapter presents a summary and conclusion to this study.

## CHAPTER SIX

### SUMMARY AND CONCLUSION

The UAE has made tremendous advancements in modernization and industrialization since it was founded in 1971. Most of the progress that has been made can be credited to the discovery of oil, and its by its geographic location, with significant access to the Gulf. All of the progress has been made possible by the leadership of the UAE and the foresight and insight of Sheikh Zayed. He has encouraged business and industry to develop so that the nation has a diversified economy rather than being dependent on one resource. He has also supported the building of major projects, everything from new roads, communication systems, hotels, restaurants, factories, and the like. It may be said that the UAE today is the vision that he had some thirty years ago.

Because of the importance of business and industry to the UAE, marketing managers need to be aware of the benefits that Public Relations can provide. Although most of the world has heard of the UAE few have an understanding of where it is and what it has to offer the world. Because the domestic market is relatively small, about two million people, future success will depend on

the ability of marketing to promote the various businesses and industries into the global and international markets. In this regard, Public Relations can play a major role.

Recommendations are that marketing managers be trained in Public Relations in order for them to use it as a tool in the most effective and unique way. Business and industry today are highly competitive, and they not only have to compete with domestic companies but they also have to compete with some of the largest companies in the world. For this reason, Public Relations managers need to have full knowledge of Public Relations, how it is used, how it can be used, to receive the greatest benefits from this tool. Training is the key. In the UAE this can be done effectively through the introduction of seminars specifically designed for marketing managers, and for the specific businesses and industries that would benefit most, and which would be the most appropriate for Public Relations activities.

APPENDIX A  
PUBLIC RELATIONS QUESTIONNAIRE



## PUBLIC RELATIONS

### QUESTIONNAIRE

The following questionnaire is designed to identify the way in which Public Relations are used in the United Arab Emirates as part of a research study to complete the requirements for a Master's Degree in Marketing. Your assistance is greatly appreciated and all responses to the questionnaire are confidential. Thank you.

-----

Please indicate the type of organization with which you are affiliated:

Private Sector:

- ☐ Manufacturing
- ☐ Retailing
- ☐ Services
- ☐ Other, please specify \_\_\_\_\_

Public Sector:

- ☐ Government agency
- ☐ Government owned company
- ☐ Other, please specify \_\_\_\_\_

Your Current Position(s):

- ☐ Marketing Manager
- ☐ Public Relations Manager
- ☐ Administrator
- ☐ Supervisor
- ☐ Other, please specify \_\_\_\_\_

Nationality:

- ☐ Citizen of the UAE
- ☐ Other, please specify \_\_\_\_\_

Which of the following best describes your Marketing Organization?

- ☐ Marketing is a separate department.
- ☐ Use commercial marketing agency
- ☐ Have no marketing function in our organization
- ☐ Marketing activities are integrated throughout the organization.
- ☐ Other, please specify \_\_\_\_\_

Which of the following marketing communication activities does your organization have? Marketing activities include: (please check all that apply)

- ☐ Public Relations
- ☐ Sales Representatives
- ☐ Advertising
- ☐ Planning Events
- ☐ Market Research
- ☐ Sales Promotion
- ☐ Other please specify: \_\_\_\_\_

Does your organization have a separate Public Relations department?

- ☐ Yes
- ☐ No

The following are some of the traditional tools of Public Relations. Please indicate how frequently is each used in your organization. (1 - very frequently; 2 - Somewhat frequently; 3 - Occasionally, 4 - Never). Circle the number that best represents your response on the right hand side.

<input type="checkbox"/> Press Conferences	1	2	3	4
<input type="checkbox"/> Conventions	1	2	3	4
<input type="checkbox"/> Annual Reports	1	2	3	4
<input type="checkbox"/> Special Events	1	2	3	4
<input type="checkbox"/> Open House	1	2	3	4
<input type="checkbox"/> Trade Shows	1	2	3	4
<input type="checkbox"/> Articles in newspapers/magazines	1	2	3	4
<input type="checkbox"/> Contributions to charity	1	2	3	4
<input type="checkbox"/> Employee relations	1	2	3	4
<input type="checkbox"/> Gift giving	1	2	3	4

On the left hand side of the Public Relations tools above, please indicate how important the tool is to your organization on a scale from 1 - 5, 1 being very important, 5 being not at all important.

For each of the following statements, please indicate the level of your agreement or disagreement by circling the letter(s) that best represent your response:

SA -- Strongly Agree  
A -- Agree  
N -- No opinion  
D -- Disagree  
SD -- Strongly disagree

- |    |   |    |   |   |   |    |
|----|---|----|---|---|---|----|
| 1. | Companies today need to be market oriented.   | SA | A | N | D | SD |
| 2. | An effective marketing strategy includes Public Relations.  | SA | A | N | D | SD |
| 3. | Public relations differ from other marketing Communication strategies.  | SA | A | N | D | S  |
| 4. | Consumers often relate more favorably to public relations strategies than to advertising.                         | SA | A | N | D | SD |
| 5. | Effective public relations activities are inconsistent with the fundamental principles of Islam and Arab culture. | SA | A | N | D | SD |
| 6. | Islam views Public Relations as an acceptable marketing tool.   | SA | A | N | D | SD |
| 7. | Islam supports business and industry.   | SA | A | N | D | SD |
| 8. | Public Relations activities should conform to the principles of Islam.  | SA | A | N | D | SD |

9. Public Relations assist an organization to develop closer relationships with consumers and potential consumers. SA A N D SD
10. Public Relations provides the organization an opportunity to present a favorable image that cannot be achieved with advertising. SA A N D SD
11. Marketing Managers of organizations would benefit from periodic seminars on public relations and ways that it can be implemented effectively. SA A N D SD
12. Public Relations can benefit the organization in the domestic market and the global marketplace. SA A N D SD
13. Public Relations strategies are less costly compared advertising and promotion programs. SA A N D SD
14. Will your company be using more or less of Public Relations in the future?

\_\_\_ More of      \_\_\_ Same as      \_\_\_ Less of

[illegible]

Abdulla AlQubaisi

APPENDIX B  
FREQUENCY TABLE

**Please indicate the type of organization with which you are affiliated:(private Sector)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	15	37.5	37.5	37.5
	Manufacturing	5	12.5	12.5	50.0
	Reatailing	9	22.5	22.5	72.5
	Services	11	27.5	27.5	100.0
	Total	40	100.0	100.0	

**Please indicate the type of organization with which you are affiliated:(Public Sector)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	25	62.5	62.5	62.5
	Government agency	8	20.0	20.0	82.5
	Government owned company	4	10.0	10.0	92.5
	Other	3	7.5	7.5	100.0
	Total	40	100.0	100.0	

**Please indicate the type of organization with which you are affiliated:(Your current positions)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Marketing Manager	6	15.0	15.0	15.0
	Public Relations Manager	8	20.0	20.0	35.0
	Administrator	14	35.0	35.0	70.0
	Supervisor	3	7.5	7.5	77.5
	Other	9	22.5	22.5	100.0
	Total	40	100.0	100.0	

**Please indicate the type of organization with which you are affiliated:(Nationality)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Citizen of UAE	27	67.5	67.5	67.5
	Other	13	32.5	32.5	100.0
	Total	40	100.0	100.0	

**Which of the following best describes your Marketing Organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	1	2.5	2.5	2.5
	Marketing is a separate department	14	35.0	35.0	37.5
	Use commercial Marketing agency	5	12.5	12.5	50.0
	Have no marketing function in our organization	6	15.0	15.0	65.0
	Marketing is integrated throughout the organization	14	35.0	35.0	100.0
	Total	40	100.0	100.0	

**Which of the following marketing communication activities does your organization have?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	13	32.5	32.5	32.5
	Public Relations	27	67.5	67.5	100.0
	Total	40	100.0	100.0	

**Which of the following marketing communication activities does your organization have?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	19	47.5	47.5	47.5
	Sales Representatives	21	52.5	52.5	100.0
	Total	40	100.0	100.0	

**Which of the following marketing communication activities does your organization have?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	15	37.5	37.5	37.5
	Advertising	25	62.5	62.5	100.0
	Total	40	100.0	100.0	



**Which of the following marketing communication activities does your organization have?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	20	50.0	50.0	50.0
	Planning eventes	20	50.0	50.0	100.0
	Total	40	100.0	100.0	

**Which of the following marketing communication activities does your organization have?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	20	50.0	50.0	50.0
	Marketing research	20	50.0	50.0	100.0
	Total	40	100.0	100.0	

**Which of the following marketing communication activities does your organization have?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	20	50.0	50.0	50.0
	Sales Promotion	20	50.0	50.0	100.0
	Total	40	100.0	100.0	

**Which of the following marketing communication activities does your organization have?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Response	35	87.5	87.5	87.5
	Other	5	12.5	12.5	100.0
	Total	40	100.0	100.0	

**Does your Organization have a separate public relations department?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	33	82.5	82.5	82.5
	no	7	17.5	17.5	100.0
	Total	40	100.0	100.0	

**How frequently does your organization use Press conferences?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very frequently	9	22.5	22.5	22.5
	somewhat frequently	8	20.0	20.0	42.5
	occasionally	17	42.5	42.5	85.0
	Never	6	15.0	15.0	100.0
	Total	40	100.0	100.0	

**How frequently does your organization use Conventions?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no response	1	2.5	2.5	2.5
	very frequently	8	20.0	20.0	22.5
	somewhat frequently	17	42.5	42.5	65.0
	occasionally	13	32.5	32.5	97.5
	Never	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**How frequently does your organization use Annual reports?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very frequently	15	37.5	37.5	37.5
	somewhat frequently	16	40.0	40.0	77.5
	occasionally	8	20.0	20.0	97.5
	Never	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**How frequently does your organization use Special events?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very frequently	5	12.5	12.5	12.5
	somewhat frequently	12	30.0	30.0	42.5
	occasionally	20	50.0	50.0	92.5
	Never	3	7.5	7.5	100.0
	Total	40	100.0	100.0	

**How frequently does your organization use Open house?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very frequently	4	10.0	10.0	10.0
	somewhat frequently	8	20.0	20.0	30.0
	occasionally	16	40.0	40.0	70.0
	Never	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

**How frequently does your organization use Trade shows?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very frequently	7	17.5	17.5	17.5
	somewhat frequently	8	20.0	20.0	37.5
	occasionally	11	27.5	27.5	65.0
	Never	14	35.0	35.0	100.0
	Total	40	100.0	100.0	

**How frequently does your organization use Articles in newspapers/Magazines?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very frequently	12	30.0	30.0	30.0
	somewhat frequently	15	37.5	37.5	67.5
	occasionally	13	32.5	32.5	100.0
	Total	40	100.0	100.0	

**How frequently does your organization use Contributions to charity?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very frequently	7	17.5	17.5	17.5
	somewhat frequently	17	42.5	42.5	60.0
	occasionally	12	30.0	30.0	90.0
	Never	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

**How frequently does your organization use Employee relations?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very frequently	9	22.5	22.5	22.5
	somewhat frequently	23	57.5	57.5	80.0
	occasionally	6	15.0	15.0	95.0
	Never	2	5.0	5.0	100.0
	Total	40	100.0	100.0	

**How frequently does your organization use Gift giving?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very frequently	7	17.5	17.5	17.5
	somewhat frequently	14	35.0	35.0	52.5
	occasionally	16	40.0	40.0	92.5
	Never	3	7.5	7.5	100.0
	Total	40	100.0	100.0	

**How important to your organization to use Press conferences?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	14	35.0	35.0	35.0
	important	18	45.0	45.0	80.0
	no opinion	5	12.5	12.5	92.5
	not important	2	5.0	5.0	97.5
	not important at all	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**How important to your organization to use Conventions?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	18	45.0	45.0	45.0
	important	17	42.5	42.5	87.5
	no opinion	4	10.0	10.0	97.5
	not important	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**How important to your organization to use Annual reports?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	21	52.5	52.5	52.5
	important	14	35.0	35.0	87.5
	no opinion	4	10.0	10.0	97.5
	not important	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**How important to your organization to use Special events?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	10	25.0	25.0	25.0
	important	13	32.5	32.5	57.5
	no opinion	14	35.0	35.0	92.5
	not important	3	7.5	7.5	100.0
	Total	40	100.0	100.0	

**How important to your organization to use Open house?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	11	27.5	27.5	27.5
	important	5	12.5	12.5	40.0
	no opinion	11	27.5	27.5	67.5
	not important	12	30.0	30.0	97.5
	not important at all	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**How important to your organization to use trade shows?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	14	35.0	35.0	35.0
	important	9	22.5	22.5	57.5
	no opinion	5	12.5	12.5	70.0
	not important	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

**How important to your organization to use Articles in newspaper/magazines?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	19	47.5	47.5	47.5
	important	14	35.0	35.0	82.5
	no opinion	6	15.0	15.0	97.5
	not important	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**How important to your organization to use Contributions to charity?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	13	32.5	32.5	32.5
	important	12	30.0	30.0	62.5
	no opinion	9	22.5	22.5	85.0
	not important	5	12.5	12.5	97.5
	not important at all	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**How important to your organization to use Employee relations?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	21	52.5	52.5	52.5
	important	10	25.0	25.0	77.5
	no opinion	8	20.0	20.0	97.5
	not important	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**How important to your organization to use gift giving?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Important	12	30.0	30.0	30.0
	important	13	32.5	32.5	62.5
	no opinion	8	20.0	20.0	82.5
	not important	6	15.0	15.0	97.5
	not important at all	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**Companies today need to be market oriented**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	31	77.5	77.5	77.5
	Agree	5	12.5	12.5	90.0
	No opinion	1	2.5	2.5	92.5
	Disagree	1	2.5	2.5	95.0
	Strongly disagree	2	5.0	5.0	100.0
	Total	40	100.0	100.0	

**An effective marketing strategy should include public relation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	28	70.0	70.0	70.0
	Agree	11	27.5	27.5	97.5
	Disagree	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**Public relations differ from other marketing Communications strategies**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	25.0	25.0	25.0
	Agree	22	55.0	55.0	80.0
	No opinion	2	5.0	5.0	85.0
	Disagree	3	7.5	7.5	92.5
	Strongly disagree	3	7.5	7.5	100.0
	Total	40	100.0	100.0	

**Consumers often relate more favorably to public relations strategies than to advertising**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	25.0	25.0	25.0
	Agree	16	40.0	40.0	65.0
	No opinion	4	10.0	10.0	75.0
	Disagree	7	17.5	17.5	92.5
	Strongly disagree	3	7.5	7.5	100.0
	Total	40	100.0	100.0	



**Effective public relations activities are inconsistent with the fundamental principles of Islam**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	6	15.0	15.0	15.0
	Agree	4	10.0	10.0	25.0
	No opinion	5	12.5	12.5	37.5
	Disagree	13	32.5	32.5	70.0
	Strongly disagree	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

**Islam views Public Relations as an acceptable marketing tool**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	37.5	37.5	37.5
	Agree	20	50.0	50.0	87.5
	No opinion	4	10.0	10.0	97.5
	Disagree	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**Islam support bussiness and industry**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	35	87.5	87.5	87.5
	Agree	3	7.5	7.5	95.0
	No opinion	2	5.0	5.0	100.0
	Total	40	100.0	100.0	

**Public Relations activities should conform to the principles of Islam**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	26	65.0	65.0	65.0
	Agree	11	27.5	27.5	92.5
	No opinion	2	5.0	5.0	97.5
	Disagree	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**Public Relations assist an organization to develop closer relationships with consumers and potential consumers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	24	60.0	60.0	60.0
	Agree	15	37.5	37.5	97.5
	No opinion	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**Public Relations provides the organization an opportunity to presenta favorable image that cannot be achieved wiht advertising**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	32.5	32.5	32.5
	Agree	17	42.5	42.5	75.0
	No opinion	5	12.5	12.5	87.5
	Disagree	4	10.0	10.0	97.5
	Strongly disagree	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**Marketing Managers of organizations would benefit from periodic seminars on public relations and ways that it can be implemented effectively**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	21	52.5	52.5	52.5
	Agree	16	40.0	40.0	92.5
	No opinion	2	5.0	5.0	97.5
	Disagree	1	2.5	2.5	100.0
	Total	40	100.0	100.0	

**Public Relations can benefit the organization in the domestic market and the global marketplace**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	20	50.0	50.0	50.0
	Agree	15	37.5	37.5	87.5
	No opinion	1	2.5	2.5	90.0
	Disagree	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

**Public Relations strategies are less costly compared to advertising and promotion programs**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	27.5	27.5	27.5
	Agree	24	60.0	60.0	87.5
	No opinion	3	7.5	7.5	95.0
	Disagree	2	5.0	5.0	100.0
	Total	40	100.0	100.0	

**Will your company be using more or less of Public Relations in the future?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More of	28	70.0	70.0	70.0
	Same as	12	30.0	30.0	100.0
	Total	40	100.0	100.0	

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